

Innovative Governance and Workers Motivation in Nigeria's Public Sector

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Abstract

Public sector workers in Nigeria appear to have been dealt a raw deal in terms of the conditions in which they have to work and are still expected to perform maximally. The purposes of the research are the evaluation of the general work environment of the Nigerian worker and the determination of the extent to which it contributes to worker apathy and the dearth of productivity in the public sector. To do this, the methodology involved the use of both the primary and secondary data sources which entailed both participant observation and the use of documentations on related matters. It utilized the experiences of other developing nations at reorienting their workers and improving their output through innovative governance by implementing remedies derivable from and reflective of the characteristics of the work environments in their public sectors as a template for analyzing and developing remedies for the Nigerian case. These, alongside the tenets of good governance, formed the basis of the suggested remedies for adaptation to the Nigerian instance to ensure positive changes in the work environment and by extension, the optimal productivity of the workers

Keywords: public sector, workers environment, reforms, innovative governance

INTRODUCTION

The need for innovations that foster good governance and public administration have led to corresponding calls for the improvement of the environment in which the civil servants and public administrators are expected to ply their trade. This cannot be overemphasized since the public service of any country is composed mainly of humans who have a wide range of expectations and responsibilities that come to play in determining the extent of their commitment to the work. However, most public servants have had to work in conditions that do not compare with internationally accepted best practices that should ordinarily bring out the best in the workers. At times these conditions are ripple effects that develop and are imposed by the activities of unscrupulous public officials who take up available opportunities to put their interests above the objectives of the public service and by extension, those of the state. As a consequence, there is a downward spiral primarily in workers commitment and motivation and secondarily in productivity.

There have been recurrent clamours for better conditions of service including improvements in the pay packages of the public sector workers, to reflect the prevailing economic situation of the country and to bring them to acceptable minimum living standards. Records show that about seventy five percent of Nigeria's one hundred and fifty million people live below a dollar a day hence her rating as one of the poorest nations in the world. Further observations show that this premise and the

environment within which the workers have to operate all contribute to their lack of productivity and by extension, the status of the country as developing. The work environment is explained under the following categories:

Socio-Economic

- a. Poverty: In the UNHDI of 2010, Nigeria ranks 142nd and is in the group of countries with low human development. Poverty has pervaded the society with an ever-widening gap between the rich and the poor. This has been further entrenched by the rising levels of unemployment in the society. Climate change leading to extreme weather conditions like drought, intense heat, flooding, erosion, etc., have also not helped matters in that most of the youth in the rural areas who were dependent on agriculture for a living, have had to abandon the villages to look for ways of eking out a living doing manual jobs as casual labourers and earning peanuts when compared to the cost of living in the urban areas. In some cases, they become additional responsibilities to their relatives (close or distant) who may be forced to make inputs towards the welfare of their wards thus reducing their own standards of living.
- b. Corruption: This has been a menace in Nigeria's history. In the year 2000, Transparency International rated Nigeria the most corrupt nation of the world. Many times, political office holders, elected and appointed alike, have been guilty of using their offices as media of personal aggrandizement, misuse and misappropriation of

funds, money laundering, etc. Most of them have been proven to own homes, resorts and other business concerns in choice cities of the world like London, Dubai, South Africa, etc., as well as operating 'fat' accounts in London and Switzerland. The widely held belief is in the potency of political office in providing a way out of poverty. Some of the positions are even viewed as more lucrative than others.

Socio-Political

- a. Ethnicity and Nepotism: The 1999 South Asian Human Development Report observed that political democracy does not necessarily solve problems of political will:
'Democracy in South Asia is not about people, it is about access to state power. Entrance to the political arena is driven by a desire for personal gain, not by a genuine commitment to serving the people. State resources are the most valued prizes for both politicians and their constituencies. A client-patron relationship has evolved out of this impulse, between the holders of state power and those seeking public services. Ultimate authority over resources lies in the hands of individuals not formal institutions bound to follow set procedures. Where power is highly personalized and weakly institutionalized, the political process is replaced by arbitrary and informal transactions'.

From years past, what the report captures as the situation in South Asia has also characterized the political trend in Nigeria. Even the so called 'constituencies' of the politicians do not portray actual territorial or regional areas which they are expected to represent. They are rather, miniature groups in comparison to these regions, perhaps drawn from the regions but to which these politicians have and owe political and familial allegiance. Appointments have not been so evenly spread to reflect the federal character of the nation. Many leaders of the second republic (1979-1983) gave employment or elevations to party faithful. Incidentally, the trend was there during the military era and is on to date whereby close allies and their family members get preferential considerations for appointments, contracts, etc. The 1988 civil service reforms which made DGs political appointees also combined to erode the stability and quality of the civil service (Gboyega, 1988). Their stay in office was subject to the whims or duration of the government in power. To date, a lot of ethnic sentiments and nepotism still underlie undue advancements, promotions, nominations for training and development courses, etc.

- b. Policy failures and lack of continuity of policies: Policies which were implemented to bridge the ever-widening gap between the rich and the poor and improve the lot of the poverty ravaged citizens of Nigeria like the Structural Adjustment

Programme (SAP), Better Life and Family Support Programmes, Mass Mobilization for Social and Economic Reconstruction (MAMSER), National Economic Empowerment and Development Strategy (NEEDS), etc. did not meet the desired targets.

Politics, ethnic and political divides in the body polity and the absence of consistent enabling frameworks and regulations impede socio-economic development in Nigeria (Stephen & Lenihan, 2007). Corruption is also a major vice as in the case of the power sector reform that has been a front burner issue from the Obasanjo administration of 1999-2007 to date. Incidentally, some of the people constituted into a committee to look into the problems of the power sector turned out to be responsible for its dysfunction. The civil service has had to grapple with policy changes as a result of changes in government or their appointees. Virtually every change in government comes with new ideas. Little or nothing is done about building on already existing policies or policy structures thereby culminating in losses in terms of the resources invested in the previous policy making and implementation processes.

Sociological

- a. Gender Inequality: Though the trend is changing for the better, the public service has been dominated by male workers for many years now. This has also been visible in the top positions such as the ministerial, director general and permanent secretary positions whereby the ratio of men outweighs that of the women. Women are mainly given the back seat with limited opportunities to input in the day to day running of national affairs.
- b. Low Levels of Qualification: Many workers are not very educationally qualified as the number of first degree and Higher National Diploma holders is incomparable with the number of Ordinary National Diploma and Senior School Certificate holders. This affects the level of specialization of the civil service although they are able to rise through the ranks, gaining the necessary experience, till they get to occupy positions at the top.
- c. Rural-Urban Migration: The search for the proverbial Golden Fleece has caused a high percentage of rural-urban drift that mainly affects the younger generation especially at the completion of the secondary level of education. The drift is also occasioned by forces beyond the control of the drifters e.g. climate change as already highlighted.
- d. Low life expectancy: Rural-Urban migration impacts negatively on the available amenities within the urban areas, stretching them to unimaginable limits. Basic necessities of life become a luxury. Housing is threatened by population explosion thus leading to a

proliferation of shanty towns and slums. Water supply is insufficient; roads are choked by traffic snarls and burdened by overuse leading to depreciation in quality resulting in potholes; electricity and health facilities are in short supply and waste disposal mechanisms are overwhelmed. These lead to an increase in pollution, psychological stress and disease levels that affect life expectancy in the long run. Already, the life expectancy for Nigerians is put at 49 years.

- e. **Social Injustice:** This is defined by Wikipedia as a concept relating to the claimed unfairness or injustice of a society in its divisions of rewards and burdens and other incidental inequalities. It is caused by certain barriers which prevent social justice e.g. prejudice, discrimination, racism, oppression, classism, ableism, sexism, and other forms of stereotyping. It is usually based on economic class and the lack of access to non-violent mechanisms for reform by the working and middle class. This perceived deprivation arising from feelings of non-inclusion in the activities and policies of government has led to the breakdown of law and order, incidences of violent conflicts and the formulation of anti-government groups, etc.
- f. **Insecurity:** The realities of the inability of the government to meet all the needs of its immediate society lead citizens who feel deprived to make wrong choices of resorting to crime thus endangering the lives of their fellow citizens in a bid to take what they want by force. The menacing prevalence of the Boko Haram sect has portended a lot of danger and psychological instability for workers especially as the state institutions and government establishments have been at the receiving end of the antics of the group. This is further made possible by the presence of illegal arms and ammunition dealers from whom the dangerous weapons can be sourced for next to nothing in terms of cost. Less violent forms of crime exist in the form of pick pocketing, identity frauds, internet scams, etc. For those who live in the suburbs and shanty areas, biological crimes like rape and other forms of sexual molestation abound which further aid the spread of diseases, death by abortions carried out by quacks, and increase the number of abandoned children or murdered babies due to the unpreparedness of the under-aged mothers for the unwanted pregnancies they find themselves carrying.

Technological

The level of technological advancement in the civil service in Nigeria as a developing country is low when compared with the extent of developments in science and technology around the world or even within the nation's private sector. It is common to see manual typewriters in use in the secretariats in this

era of laptops, palmtops, modems, iPads, iPhones, etc. This malady is evident even in the health and educational sectors of the nation. The government owned hospitals are glorified clinics though there were attempts to improve their status during the Obasanjo administration. The schools are lacking in basic facilities such as classrooms and teaching aids and available spaces for admissions are oversubscribed leading to overpopulation and overstretched infrastructure even in the universities which are supposed to be ivory towers.

Globalization

It refers to the intensification of economic, political, social and cultural relations across international boundaries. It is principally aimed at the transcendental homogenization of political and socio-economic theory across the globe (Fafowora, 1998). Globalization can be seen as an evolution which is systematically restructuring interactive phases among nations by breaking down barriers in the areas of culture, commerce, communications and several other fields of endeavour (Oluabunwa, 1999). With the world becoming a global village through the spread of capitalism and the removal of all national barriers to the free movement of international capital facilitated by the supersonic transformations in information technology (MacEwan, 1990; Tandon 1998), it has created a basic change in the way in which major actors think and operate across the globe (Biersterker, 1998).

These transnational exchanges occasioned by globalization, though with disadvantages, expose the gaps within our sectors in the event of comparisons. Undeniably, its latent functions include the enablement of an evaluation of procedures in areas such as the environment and conditions in which Nigerian civil servants are impelled to ply their trade. The foregoing overview of the factors affecting the work environment brings to the fore, the glaring fact that the status of developing nations is enough grounds for argument against their subjection to the same theories or processes of analyses as the developed nations in some respects.

Good Governance

Good governance is defined by the United Nations Centre for Human Settlements (UNCHS, Habitats 2000) as encompassing seven main norms:

Sustainability which entails that the pace, direction and magnitude of urban growth and development including environmental cleanliness, etc. must be such that is maintained over a period of time;

Subsidiarity which implies decentralization and the span of responsibility and effectiveness expected at all levels of government;

Equity which is the access to decision making processes and the basic necessities of life without any discrimination according to race, ethnic group,

disability, wealth, age, gender, religion, etc. Quota systems are usually introduced to ensure this;

Efficiency in terms of social service delivery that is evidenced by the provision of amenities such as portable water, roads, healthcare, electricity, waste disposal mechanisms, and infrastructure like generators, vehicles for personnel, telecommunications, sewage systems, boreholes, etc. (Dillinger, 1993);

Transparency and Accountability which are means of checking corruption and encouraging due process and the responsibility of public personnel for actions; **Civic Engagement** entails the duties and responsibilities of citizens including their contributions which may be in cash or in kind, towards ensuring the sustainability and common good of the society. It covers tax payment, ensuring security e.g. through vigilante groups, etc. building of town halls, schools, contributing public opinion on matters of national interest and participating in decision making processes;

Security implies freedom from prosecution, forced evictions and stability of tenure as well as the inalienable rights of citizens to life, liberty and the security and dignity of person. In Nigeria, these security issues are almost beyond the capacity of the police and so calls are rife for the consideration of community policing and the establishment of state police forces to stem the tide of crime.

The possibility of ingraining these norms can only be determined by the extent to which citizens are adequately absorbed into an 'inclusive society' in which they are involved in the planning, budgeting and other decision making processes and enjoy their fundamental liberties while performing their civic duties. An 'inclusive society' is one in which citizens routinely pay their taxes, work toward the common good of the society and exist in tolerance of one another devoid of any form of discrimination. Attempts at reforming public administration through innovative management in three developing countries (Lebanon, India and East Timor) provide an insight to possibilities of achieving same in Nigeria.

The Lebanese experience centered on consumer protection. Incidentally, investigations into reasons for its failure showed that the government consumer protection inspectors were almost always called upon to enforce legislation that largely protected 'exclusive agents'. There were deep-seated problems with the legal and judicial systems, the character of the civil service and governing institutions, restricted and narrowed consumer choices and no clear understanding of what constituted consumer protection. This was tackled through an expansion of the market to allow greater competition, an enhancement of consumer-supplier education and feedback mechanisms that exposed the consumers and suppliers to their rights and responsibilities and

the clarification and improvement of the laws, roles, functions, aims and strategies of government with regard to consumer protection (Blunt, 2000).

The Indian police force required capacity building and to do this, two individuals linked to the force, one serving and one retired along with an international consultant were brought together to design an action plan. Their findings based on interactions with the public and covert participant observations in the three poorest states of the nation revealed that productivity in the police force was affected by the attitude of officers which in turn was informed by corruption in high places, dissatisfaction with the conditions of service in relation to remuneration, lack of basic infrastructure and equipment to boost their productivity, living conditions at their quarters (especially of the lower ranking officers) and the over militarization of the force. These frustrations were then vented on members of the public who had over time, developed deep seated fear, distrust for and lack of confidence in the police. Three pilot police stations were chosen for the implementation of determined remedies. These involved the provision of healthy living environment for policemen and women, improvement of the working conditions through the provision of basic infrastructure, transport and equipment to meet the minimum acceptable standards by the establishing basic levels of human dignity and self-respect in order to checkmate corruption and aggression toward the members of the public. Thirdly, measures for rebuilding the confidence of the public in the police and training the police force on the need for positive interaction, community relations and feedback, etc. were developed and implemented. The major outcome of this project was the transformation of community police interactions from mutual hostility and suspicion to mutual cooperation and support and the improvement of community attitudes and behavior towards the local police. These strategies were subsequently implemented in 10% of police stations in all the Indian states (Blunt, 2000).

East Timor, a country formally administered by the United Nations, is quite easily one of the poorest countries in the world in terms of its level of development, availability of physical infrastructure, dependence on external assistance and a civil service that lacked the necessary expertise and experience required to carry out their functions and deliver good governance to its citizenry. To check these gaps, civil service reform and management innovation should clearly consist of the fundamentals and not the leading edge. These fundamentals are usually mechanisms which are often the taken-for-granted elements seen as old news in the home countries of the consultants that are called upon to help transfer basic administrative skills to the local counterparts in the nation (Blunt, 2000).

The main lesson derivable from these case studies is the fact that there are basic and fundamental requirements for administrative efficacy that cannot be overlooked and these must be home grown to enable maximum utility. This does not belie the fact that ideas and methods can be borrowed from more developed and experienced nations but their application must be guided by the prevalent factors and circumstances that exist and are indigenous to the instant countries for them to be most effective.

In Nigeria, innovative governance may entail institutionalizing these norms through mechanisms that take cognizance of the nature of the society, its previous experiences and the successes, failures and environment of policies implemented to achieve these goals. Attaining an 'inclusive society' may not come easy because of the deeply ingrained differences especially along ethno-religious lines, etc. in the society. Also, Nigeria is a country which has been ravaged by 'rolling' corruption in high places (passed on through generations of public servants) and successive governments have been guilty of encouraging the menace. The level of patriotism in the country is low, poverty has spiraled out of control, crime and social injustice have escalated, and ethno-religious intolerance, disunity, distrust and the dearth of equity and merit pervade the society.

Expectations from Innovative Governance

Innovation connotes novelty and change. In improving the work environment as evaluated above, it is not enough to copy the methods of the developed nations as 'best practices'. This may be erroneous and lead to serious practical mistakes especially in a developing country like Nigeria where the underlying fundamentals of good organization and service delivery which are presupposed by management fashion do not work as they should or are altogether missing (Blunt, 2000). Innovative governance and reform should therefore take more contextualized and relative forms by first developing fundamental strategies through which the basic requirements for administering and sustaining good governance within the system can be upheld. In essence, whatever innovations or ideas are developed should of necessity be characterized by at least three or more of the seven norms of good governance.

Socio-Economic

The National Poverty Eradication Programme (NAPEP) developed by the Obasanjo administration in line with the NEPAD and MDG goals of poverty eradication has also lost the verve with which it was greeted after its introduction. Small and Medium Scale Enterprises which were beneficiaries of loan schemes initiated under the poverty alleviation scheme should be revisited and made accountable for the loans and their activities. Undocumented

evidence even holds that most of the schemes were cornered by political office holders for self aggrandizement and to score cheap points with their loyalists and party faithful.

The Obasanjo administration (1999-2007) was able to pass three bills- the Economic and Financial Crimes Commission (2000), the Independent Corrupt Practices Commission (2002) and the SERVICOM-Due Process to check corruption and either improve Nigeria's rating by Transparency International or totally remove her from the list of corrupt nations. These have been in existence but have not adequately curbed corruption in high places. Some arrests of bigwigs are made but after the furor, not much is heard about the culprits. Culprits should be published in government white papers and declared persona non grata, unable to and disallowed from further contesting or holding political or national positions, awards or honors since their previous stints in the political offices had been riddled with acts of ignominy. Sustainability in this case demands that the zeal to eradicate poverty should not be allowed to die whether the government that initiated the programmes is still in power or not. Subsidiarity and civic engagement entail that the responsibility for ensuring the success of the programmes be tied to the proper delegation and decentralization of the powers and resources to lower levels of government, civil society groups and responsible and qualified individuals who must be committed to its success. Equity and efficiency uphold that the spread of the programme should have been checked to ensure that the poor, for whom they were intended, not just those in particular regions or constituencies but across the country, were adequately reached. Transparency and Accountability imply that all officers involved in aspects of the NAPEP scheme should be held responsible for the roles they played at whatever times they did and measures implemented to ensure the security both of personnel and in the appropriate use of government funds.

Socio-Political

In an effort to create a truly representative bureaucracy, the Federal Character principle which was introduced in Section 14(3) of the 1979 constitution and is contained in the same section of the recently amended 1999 constitution upholds that:

'The composition of the Government of the Federation or any of its agencies and the conduct of its affairs shall be carried out in such a manner as to reflect the federal character of Nigeria and the need to promote national unity and also to command national loyalty thereby ensuring that there shall be no predominance of persons from a few states or from a few ethnic groups or other sectarian groups in that government or any of its agencies'.

Concerted efforts to ensure that the provisions of the constitution are upheld must be made in the light of equity, transparency and accountability. Civic engagement is evident in the extent of political awareness of the polity, public opinion and press freedom. Sensitization by the media today is more than what was obtainable in years past and has gone a long way in ensuring that people are enlightened on the tenets of the principle and on how much of it is upheld. Where citizens enjoy social inclusion especially with regard to their ethnic groupings and at the national level, there will be a corresponding rise in commitment, efficiency and the desire to ensure sustainability and productivity in the public sector. This arises from a feeling of security in terms of their jobs and rewards for meritorious service, in terms of their non-exclusion from the socio-political scheme of things and in terms of their confidence in the government's ability to both initiate and implement policies that do not just serve the selfish interests of competing groups but are actually geared towards the betterment of the lot of the polity.

Sociological

The creation of the Ministries for Women Affairs and Youth and Sports are laudable as they are intended to check gender bias and meet the growing needs of the women and youth within the society as a means of fostering development in Nigeria by adequately channeling the resources inherent within these groups into worthwhile causes. If the ministry concerned with managing the affairs of the youth is properly equipped with the right policies and human and material resources to carry out its functions, majority of the problems of insecurity especially those involving youths, for example the Boko Haram, would have been curbed as they would have been engaged in more gainful activities.

There have also been calls for thirty five (35) percent affirmative action. This basically implies the involvement of women in leadership and decision making positions at all the levels of government as a means of checkmating the overbearing presence and dominance of men which has been the trend from the years past. By this, the civil service will exemplify the 'federal character' clause and guarantee fair inclusiveness to women (Bande, 2001). It is one of the women empowerment strategies that are believed will engender better socio-economic and political development in the nation.

Subsidiarity as a remedy for other societal malaises like rural-urban migration, inadequately qualified staff, social injustice, low life expectancy, insecurity, etc. cannot be over emphasized. In line with its tenets, constitutional powers should be properly devolved to the lower levels of government particularly in regard to state police, etc. as in other federations to check the dominance and excessive

powers that characterize the central government in Nigeria. Also, the ability of the government to deliver the much desired social services to the citizens will be better enhanced if there is a corresponding increase in the autonomy of the lower levels of government.

In essence, security issues can be better handled if states are allowed to operate their own police. Unemployment especially among youth must be tackled by the establishment of training and vocational skill acquisition centres that are recognized, equipped, affordable and easily accessible to reduce the spate of crime, drug abuse, abortions and unwanted pregnancies. Social injustice, the ever widening gap between the rich and the poor and rural-urban migration can be checked if the right policies are implemented to ensure accessibility to and proper wealth distribution in the society. Transparency and accountability should guide the conduct of government's business with attendant punitive measures for errant public officials. Education policies should be upgraded and implemented to impact positively on the sector, minimum academic qualifications set for staff at all the governmental levels in order to engender development in the long run.

Technological

Sustainability and efficiency play major guiding roles here because of the need for countries to adapt their machinery, etc. and public sector to reflect the standards that characterize best practices for the attainment of goals. The Obasanjo administration had attempted to revamp the almost comatose health sector and had also made efforts toward boosting the telecommunications and education sectors. More should be done toward ensuring that Nigeria's public sector is equipped with the relevant time, energy and cost saving devices that will ensure that resources can be channeled into more productive activities for the good of the nation e.g. in the agricultural sector where crops that can withstand extreme weather conditions have been developed by agricultural experts in the face of the effects of global warming, etc.

Globalization

It is an evolution that brings with it, the destruction of previously existing socio-economic, political and cultural barriers in the relationships between countries of the world, etc. as a means of ensuring an equitable spread of development across the world. One notable invention that has come with this new wind of change is the Millennium Development Goals. They embody internationally accepted best practices and are a compilation of the basic indices of development expected to exist in nations of the world. They are intended as a guide for the determination and administration of levels of

development especially in the developing nations. The Nigerian government should therefore position itself with the abundant resources at its disposal; to attain these goals and boost her rating nationally and internationally.

CONCLUSION

If the status quo that subsists today is allowed to continue, the workers will be unable to compete with their counterparts internationally and the country will also not be pulled out of the doldrums of underdevelopment. Governance should be such that brings the dividends of development to all nooks and crannies in which the public administrative system operates so as to downplay instances where development becomes the responsibility of individuals who are fortunate to make headway in life or politically.

In Nigeria, it is common to see individuals being voted into power for second terms simply because of infrastructural and developmental projects (which ideally should be an outflow of good governance) embarked upon during their first terms in office. In China, corrupt practices by chief executives and others in positions of authority in both public and private sectors are discouraged by the fact that the punishment for such untoward practices is the death penalty and is viewed as a stigma such that at times, culprits either try to escape to other countries or prefer to take their own lives.

The foregoing evaluation brings to the fore:

- a. Some of the numerous lapses within the environment of the average Nigerian public sector worker which must be contended with, in the performance of the requisite day to day activities;
- b. Reflects the status of the nation which is the sixth largest exporter of crude oil, as a developing country and makes a mockery of the drive to place her among the first twenty leading economies of the world by the year 2020 hence the Vision 2020; and
- c. Above all, reveals the dire need for a return by the technocrats, closely assisted by workers comprised of the lower, middle and upper cadre of the public sector, to the drawing board in order to chart a way forward, guided by the tenets of good governance and best practices derived not only from the developed nations but as in the cases of India, Lebanon and East Timor, from a proper analysis of the workers immediate environment.

Desperate situations usually require desperate measures. Most of the reasons adduced for the non-performance of sectors of the Nigerian economy revolve around corruption. It is therefore a menace

that should not be tackled with kid gloves. Concerted efforts must be made to ensure that the place of ethics in public service is not eroded. Public office holders should be called to account for the period of their stewardship whether brief or elongated and whether adjudged successful or not. Public and private sector officials found guilty of corrupt practices may not be made to face the death penalty as is the case in China but should face penalties that are almost as stiff and capable of deterring misdemeanors in that light if the future of the nation is not to be compromised. Situations where guilty public officials are punished and 'carnivals' are held on their release like in the case of Chief Bode George, the former helmsman at the Nigerian Ports Authority (NPA), must be discouraged as image-denting and a portrayal of the very low moral and ethical values that appear ingrained in the public sector.

The Nigerian government should also adopt top-bottom and bottom-top approaches that allow the free flow and transfer of relevant information, technological know-how, cultures, social and financial inclusion, relevant feedback, etc. capable of enhancing our developmental status. This is possible where there is total commitment on the part of the government, where civil society groups are adequately consulted, where there is increased access to the means and factors of production, and where the doctrines of transparency and accountability are upheld.

It is expected that the government will, based on proper and effective evaluations of the peculiarities of the Nigerian environment, institute measures to ensure the delivery of relevant, efficient and sustainable practices, across board, and based on predetermined formulas that enable an even and equitable spread. The expected ripple effect of the implementation of such modalities will probably be an enhanced public sector productivity attained chiefly by the fact that the workers are motivated and have a renewed zeal and commitment simply attributable to the corresponding commitment of the government both to good governance and to issues that directly or indirectly affect their existence and productivity.

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